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1.0 Purpose:

The purpose of the Performance Management System is to set guidelines that aid in tracking and encouraging high performance work practices that help employees create value for the organization.


It is a developmental tool to help employees deliver and manage outstanding performance.

2.0 Objective:

The Objectives of the Performance Management System are:

1. Enable employees to:
 - a. Gauge how well he/she has performed during the year.
 - b. Understand what he/she has to do in order to progress/ increase employee effectiveness in the present job.
 - c. Make development plans for future Career Progression.
2. Enable the organization to:
 - a. Identify employee capabilities that help the organization in its overall human resource planning.
 - b. Identify high performers capable of addressing future business needs.

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- c. Generate performance data that would aid in various HR initiatives such as Compensation, Reward & Recognition, training and Career Progression.

3.0 Policy:

The performance management cycle at Apollo Hospital Secunderabad is based on the financial year.


The performance appraisal for all employees under probation shall be done on the completion of one year from their date of joining, upon which their employment shall be confirmed or terminated or probation may be extended.

The performance appraisal of doctors shall be done every year on their date of joining.

The performance appraisal for all confirmed employees (staff) shall be done twice a year.

The performance appraisal for all confirmed Jr. Administrators & Above shall be done on 1st July every year.

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In case of an employee who is transferred from one department to another (in the midst of a Performance Appraisal Cycle), the performance appraisal shall be done by both the department heads and an average scores shall be taken into consideration.

Annual Increments & promotions for Jr. Administrators shall be purely granted based on performance of the individual and the performance of the organization.

All employees in the hospital shall be appraised by the immediate superior / Reviewing Authority.


The training needs of the employee shall also be discussed during the performance review and recorded.

The appraisal formats varies for the following category of employees.

- Doctors
- Staff
- Supervisory
- Workmen Category
- Nurses (Same as staff appraisal format)
- Jr. Administrators & Above

The method of performance appraisal for Doctors, staff, supervisory, workman & nurses cadres are similar.

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The performance appraisal for Jr. Administrators & above is based on Key Result Areas (KRAs) and the performance review of KRAs is done once a year.

5.0 Performance Management System for Doctors, Staff, Supervisory, Workman & Nursing Cadre:

Step 1: The Appraisal Form shall be sent to the immediate superior by the HR dept of the hospital by filling the necessary details.

Step 2: The Appraiser assesses the performance of the appraisee by conducting an appraisal interview. During the interview the appraiser discusses with the appraisee about the performance on each of the traits mentioned in the appraisal form.

Step 3: The Appraiser also discusses with the Appraisee the training needs identified for him for the forthcoming year and records the same on the appraisal format.

Step 4: The Appraiser and Appraisee agree with the ratings and sign the form.

Step 5: The Appraiser records his / her comments about the appraisee. He / She also recommends

- Confirmation of the services

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- Annual increment
- Promotion
- Extension of Training / Probation

Step 6: The Appraiser discusses with the reviewing authority (wherever applicable) and obtains his comments / recommendations with signature and sends the same to HR dept / for further action.

Step 7: The HR department prepares the necessary orders to be issued to the employee.

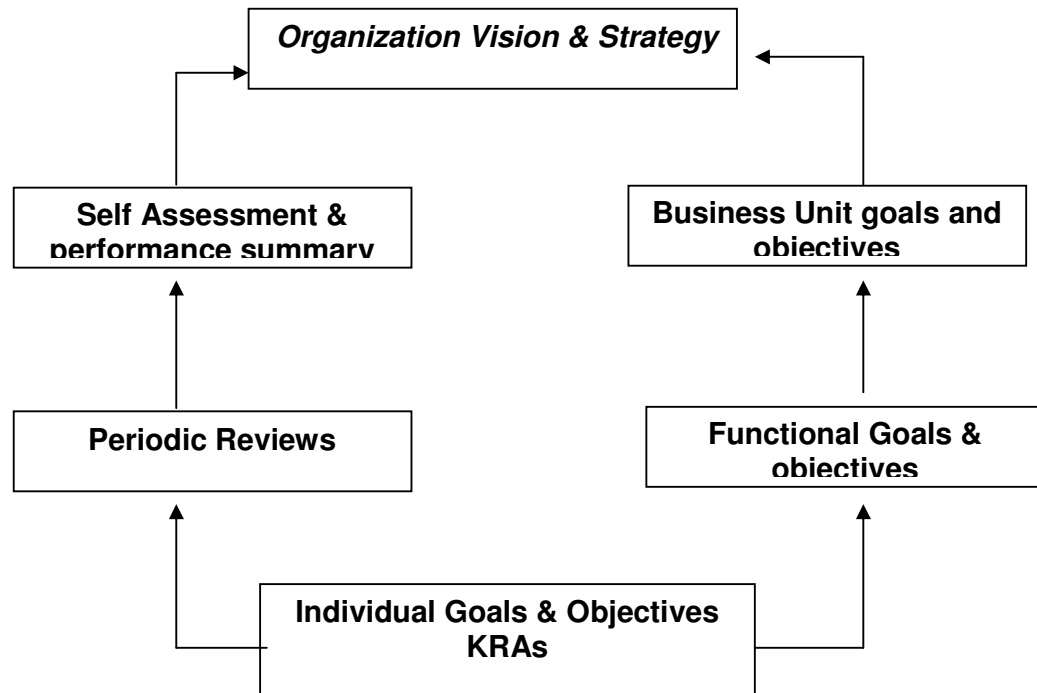
Step 8: The appraisal form along with the issued orders shall be filed in the employee's personal file.

6.0 Performance Management System for Jr. Administrators & Above:

The Performance Management System for Jr. Administrators & above is based on the achievement of KRAs (Key Result Areas)

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To get the best out of our Jr. Administrators and also provide synergy between our organization goals and individual goals, we are using the following process:

- § The organization's overall goals/ objectives for the year are set.
- § These objectives are divided to form individual unit's objectives.

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§ The individual unit's objectives are broken down into functional objectives (these form the heads of departments' objectives)

§ The functional objectives are now broken down into team/individual objectives.

§ For these objectives Key Result areas are to be identified.

§ KRAs are identified for each executive and recorded in the KRA sheet, which is acknowledged both, by the employee and his dept. head.


A copy of this is given to the employee and one goes into his personal file.

Assessment is done once a year and feedback on the performance is provided.

The following dimensions would broadly describe all jobs:

- Financial and Operational Results which would measure e. g. occupancy, revenue, profits, gross operating margins, etc.
- Customer Satisfaction results which would measure the level of satisfaction of our customers. This would be done by

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professional consultants who shall be able to specify satisfaction scores of various departments/functions.

- Employee Satisfaction Results
- Innovative ideas and concepts, which can be used across the organization.
- Training

Once the KRAs are agreed upon, they are sacrosanct. Only in very exceptional cases, where the assumptions have totally changed, can the KRAs be revised.

7.0 Performance Review:


Self assessment shall be done against each KRA which is agreed upon at the beginning of the financial year.

Self-assessment provides data to the immediate superior for the performance appraisal discussion and improvement action plan.

8.0 Appraisal Data:

The HR department shall:

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Analyze the Appraisal ratings, identify the training needs and communicate the same to the HR Department for providing necessary training.

Maintain the appraisal forms & KRA sheet in the personal files of the employees for future reference.

9.0 Extension of Training and Probation:

An employees' training period or probationary period shall be extended for a maximum period of 6 months if his or her overall rating is fair or poor. If no improvement is seen during this extension period his or her employment shall be terminated.

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